

CITY OF CHANDLER

2010 – 2014 HUD CONSOLIDATED PLAN CITIZEN SUMMARY

Neighborhood Resources Mission

The mission of the City of Chandler Neighborhood Resources Division is to strengthen and enrich the community by providing high quality services and resources through:

- Educational programs
- Neighborhood revitalization
- Resident empowerment
- Promotion and celebration of diversity
- City code enforcement
- Subsidized Housing Assistance

Consolidated Plan Goals

1. Increase homeownership opportunities for low and moderate income households.
2. Rehabilitate and where appropriate redevelop the existing housing stock.
3. Increase the supply of affordable housing for both owners and renters.
4. Promote human and supportive services and facilities for frail elderly, disabled persons, low income households and other needy populations.
5. Participate in a regional Continuum of Care system that will effectively transition persons who are homeless to appropriate permanent housing settings.
6. Revitalize Chandler's neighborhoods.
7. Strengthen the coordination and delivery of resources

What is the Consolidated Plan?

The Consolidated Plan provides a framework for housing, homeless, community development and economic development activities over the 5-year period that begins July 1, 2010.

This Citizen Summary captures conditions and strategies on demographics, economics, housing, homelessness, special needs populations, human services and community development. It describes how the City is working to address the needs of its most vulnerable residents and neighborhoods.

Geography

The City of Chandler consists of approximately 71 square miles and shares boundaries with the Town of Gilbert, the Cities of Mesa, Phoenix and Tempe, and the Gila River Indian Community. With the exception of a few remaining county islands, Chandler has reached its physical limits. The City is now planning for build-out and many exciting scenarios are possible.

While much of the City has been developed during the past twenty years, the central city includes many long-established neighborhoods. Many of these neighborhoods are home to low-income and minority populations. According to the 2000 Census, there are 13 areas of low-income concentration, where at least 51% of the population in a Census Block Group was low or moderate income. These areas are referred to as Community Development Target Areas.

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Consolidated Plan Resources

Entitlement Resources

Community Development Block Grant (CDBG)	\$1,521,811
HOME (through an agreement with Maricopa County)	\$436,543

Public Housing

Section 8 Housing Choice Voucher Program	\$5,214,000
Public Housing Capital Funds	\$850,000

Stimulus and Competitive Programs

Community Development Block Grant - Recovery (CDBG-R)	\$376,420
Neighborhood Stabilization Program	\$2,415,100
Homeless Prevention and Rapid Re-housing Program	\$575,271

Local Resources

HOME match	\$102,315
Program Income	\$187,132
Acts of Kindness (AOK)	\$62,716
Social Service Funds (SSF)	\$417,000
Youth Enhancement Program (YEP)	\$565,600

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DEMOGRAPHICS

Chandler: A Place of Many Assets

- A healthy mix of households, including children and working adults
- An educated community
- A relatively high median income
- High homeownership rate
- Public Housing, multi-family and manufactured housing provide choices for renters
- Few substandard housing units



Population

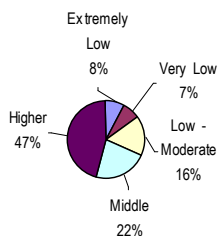
The population grew by 73,000 people (41%) between 2000 and 2008. Growth in both the population and housing market in Chandler has been the result of:

- Expanding employment;
- Favorable weather;
- Early retirement of many baby boomers;
- Low mortgage interest rates and liberal financing terms;
- Investors acquiring rental properties and second homes;
- Homeowners buying up to larger units; and
- Renters entering the homeownership market.

Combined with a slow economy, it is anticipated that the rate of population growth over the next five years will slow to "natural" growth, or about 2%. Assuming natural population growth, between 2010 and 2015, the population in Chandler will grow approximately 15% to 286,420 people living in 100,240 households.

27,600 Chandler Households are Low or Moderate Income.

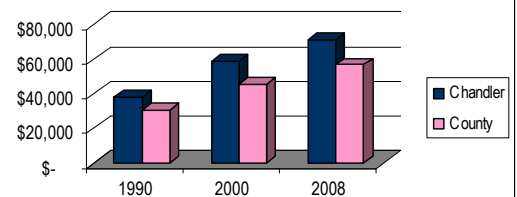
Households by HUD Income Category (2008)



Chandler Households Enjoy a Higher Median Income

With a large proportion of dual earner households and an educated workforce it follows that household income in Chandler is higher than countywide. In 2008, the estimated median household income in Chandler was \$70,924 compared to \$64,200 countywide. Nearly one half (46%) of households are considered higher income by HUD's definition, earning more than 120% of the county median income. An additional 22% of households are middle income, earning between 80% and 120% of the county median income

Median Income In Chandler and Maricopa County

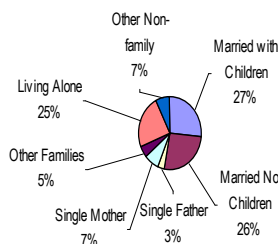


Race and Ethnicity

Since 1990, the race and ethnicity of the population in Chandler has gradually changed and become more diverse. While a larger percentage of the population is white, 16,000 additional people also consider themselves Hispanic, representing a 4% increase from 2000 to 2008. During that same period, the Asian population doubled and the African American and Native American population grew by 50%.

A Healthy Mix of Families

Chandler Households by Type 2008



Four of ten Chandler households are families with dependent children, both dual-parent (27%) and single-parent (10%). One in four households are single people and another quarter are married couples with no dependent children. This reflects the attractiveness of Chandler as both a place for children and a place for singles and empty nesters.

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HOUSING

Housing Quick Facts

1. More than 2/3 of Chandler households are owner occupied.
2. Single-family Detached Housing represents nearly three quarters of the housing stock
3. More than 29,000 households pay more than 30% of their household income for housing.
4. Growth in the housing market has slowed with the economic downturn.
5. One in ten units is vacant
6. Chandler is approaching build-out and more creative strategies are necessary to ensure a long-term supply of housing for households at various income levels.

1,300 Affordable Rental Units Needed for Low Income Renters

Affordable rentals are those that rent for \$480/month or less including utilities.

Quick Facts – Renter Needs

- 1,600 renters live in overcrowded conditions.
- More than 4,000 renters occupy housing that is more than 30 years old.
- Two-thirds of the public housing stock is 40 years old.
- Four of ten renters pay more than 30% of their income for housing.
- Renting is the primary housing choice for single moms.
- Rental assistance is essential for the lowest income households.

Housing Goals and Objectives

Goal 1: Increase homeownership opportunities for low and moderate income households.

- Provide homeownership assistance (down payment and closing cost assistance or interest rate buy downs) to first-time homebuyers;
- Acquire and rehabilitate existing housing units for resale to low and moderate income first-time homebuyers, including mixed-income and mixed use developments;
- Develop new and in-fill units in Chandler's target, enhancement and revitalization areas.

Goal 2: Rehabilitate and where appropriate redevelop the existing housing stock.

- Redevelop obsolete public housing units;
- Provide housing rehabilitation assistance to low and moderate income homeowners;
- Rehabilitate existing rental units.

Goal 3: Increase the supply of affordable housing for both owners and renters.

- Acquire and/or rehabilitate substandard or expiring subsidized properties for future or continued occupancy by low and moderate income homeowners and renters;
- Develop new and in-fill units in Chandler's target, enhancement and revitalization areas, including mixed-income and mixed-use development;
- Acquire or develop housing for occupancy by renters with particular emphasis on extremely-low-income, elderly and disabled households.

Quick Facts – Owner Needs

- Owners occupy the newest housing stock.
- More than 700 owners live in overcrowded conditions.
- Three of ten existing owners pay more than 30% of their income for housing.
- The home purchasing power of median income households has decreased, even with decreasing home prices.
- Foreclosed units represent 30% of the resale single family housing market.
- Foreclosure risk remains high.

Public Housing

- The City's Public Housing Authority addresses the needs of extremely low income, low income and moderate-income families in Chandler. The PHA manages 303 public housing units and 480 Housing Choice Vouchers.
- There are 2,608 families on the Public Housing waiting list and 1,023 on the Section 8 waiting list. Average waiting times for Public Housing vary widely depending on the bedroom size required. On average the wait is approximately 2 years for all bedroom sizes, however, two-bedroom units are in great demand and large bedroom units have the shortest wait time.
- While the overall management and the capital improvements of the 200 apartments that are more than 40 years old have been well implemented over the years, the cost to make the remaining structural and design changes in the units is invasive, requires relocation, and is economically unwise. Redevelopment is the primary alternative.



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REVITALIZING CHANDLER'S TARGET NEIGHBORHOODS

Comprehensive Revitalization is Key

Preserving and revitalizing Chandler's older neighborhoods requires a mix of activities, including those that support low and moderate income households.

Chandler's growth will be more strategic in the coming decades. Housing construction is expected to slow in comparison with business development, which will be critical to Chandler's sustainability. Designating priority locations for employment and commerce will be essential to attracting well-paying jobs. Encouraging mixed use development with shopping, job training, and workforce housing options convenient to employment centers is one strategy that will improve sustainability. Infill and revitalization in central Chandler will provide new options for existing low and moderate income residents.

Housing Rehabilitation: Improving Quality of Life in Low-income Neighborhoods

The City's Housing Rehabilitation Program offers loan assistance to eligible homeowners to complete extensive rehabilitation for single-family homes. Work items may include but are not limited to replacement and/or repair of: windows/doors, plumbing/ electrical /HVAC systems, roofs, structural repair, mitigation/ abatement of lead-based paint hazards, and removal and/or repair of any code violations.

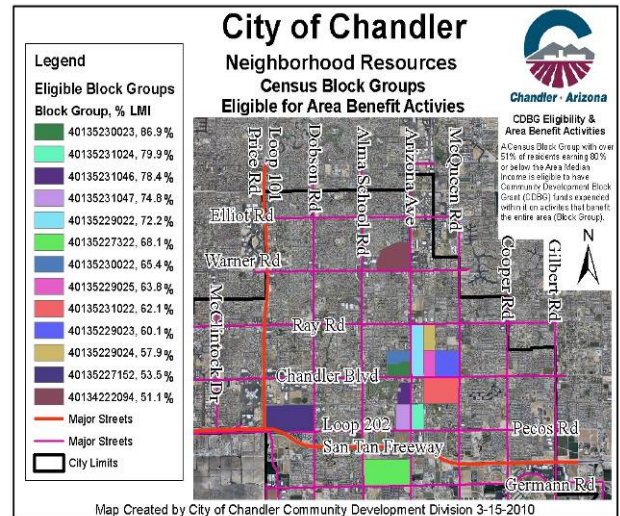
The City provides up to \$50,000 in deferred loan assistance for these repairs. The loan may be partially or entirely forgiven based on the applicants' income eligibility. The City secures its investment with a lien (Deed of Trust) equal to the value of the loan, which is repaid in monthly installments by the homeowner over the period of approved loan terms, or paid in full upon sale, transfer or alienation of the property. Loan payments are determined based on financial circumstances of the borrower for a length of time determined by the amount of the rehabilitation loan.

The Housing Rehabilitation Program is implemented in targeted areas. While all low and moderate income residents are eligible to apply for housing rehabilitation assistance, priority is granted to physically disabled and elderly homeowners age 60 or older residing in target areas.

Who lives in Community Development Target Areas?

There are thirteen Community Development Target Areas. Community Development Target Areas are Census Tract Block Groups where at least 51% of the population is low or moderate income.

- 18,863 households reside in these target areas.
- 49% of the people are Hispanic or Latino
- 41% of the people are minorities, and may also be Hispanic or Latino
- 68% of households are low- or moderate-income.



Neighborhood Revitalization Objectives

1. Demolish vacant and uninhabitable housing units and other blighting influences;
2. Undertake proactive code enforcement coupled with referrals for housing rehabilitation assistance;
3. Conversion of residential uses to commercial uses to promote a mix of economic opportunities in selected areas, including relocation of existing owners and renters;
4. Expand neighborhood leadership training to traditional neighborhoods
5. Establish affordable housing unit goals in redeveloping areas through mixed-income development and the placement of medium-density affordable housing as a buffer between planned higher-density high-income uses and existing lower-density low-income neighborhoods;
6. Provide for higher densities to accomplish housing affordability for a broad range of households;
7. Improve aging infrastructure and facilities and offer opportunities for social and civic engagement;
8. Enhance parks and recreation services;
9. Work with neighborhood leaders to develop neighborhood plans that coordinate with broader area redevelopment plans;
10. Integrate community development planning into neighborhood leadership training to better plan for the use of local, state and federal resources.



THE HOMELESS AND THOSE WITH SPECIAL NEEDS

What is supportive housing?

Supportive housing is linked with services that make it possible for a person to live in his or her home. Supportive services include such things as independent living skills training, vocational skills training, personal care and home health services, transportation, and development of social skills.

Who needs supportive housing?

A person who would probably not be able to live in their own housing without the services.

Who provides supportive services?

Providers include home health aides, social workers, employment counselors, mental health workers and others.

How Many People with Special Needs Have Housing Needs?

Not all people who are part of a special population need housing or supportive services. Still, 4,060 households have housing problems and would benefit from assistance, including supportive housing, more affordable housing units, and accessibility and other home improvements, including:

- 627 elderly homeowners;
- 770 elderly renters;
- 729 owners with disabilities;
- 848 renters with disabilities;
- 300 victims of domestic violence.

How is Supportive Housing Different from Shelter?

While emergency shelter and transitional housing include services that support households to become self-sufficient, these are not permanent housing solutions. Emergency shelter is usually limited to not more than 3 months and transitional housing for up to 2 years.

Homeless and Special Populations Need Shelter and Supportive Housing

Homeless. Homeless people in Chandler reflect the diversity, complex characteristics, and special needs of all homeless people in the United States. Almost all homeless people are extremely poor. Some homeless require limited assistance in order to regain permanent housing and self-sufficiency. Others, especially people with physical or mental disabilities, require extensive and long-term support.

It is estimated that there are more than 12,000 homeless individuals and families in Maricopa County, including those doubled up with other families or friends. The January 2010 Homeless Street Count identified 12 homeless individuals in Chandler.

Elderly and Frail Elderly. There are an estimated 16,193 seniors living in 8,980 households in Chandler. The elderly represent 6% of the population and 10% of total households. Eleven hundred seniors live alone. The median income of elderly households is 57% of the City median or \$40,216. An estimated 58% of or 5,255 elderly households are low and moderate income by HUD's definition.

Disabled. The developmentally and physically disabled have layered, complex needs that demand broad strategies and resources to be effectively addressed. The unemployment rate for the disabled is nearly double that for the non-disabled population and many have unrealized potential that results from inadequate economic and social supports. There were an estimated 4,367 householders with disabilities in Chandler in 2008, representing 5% of total households; more than half are low or moderate income. An estimated 70% of disabled households are homeowners and 30% are renters.



Persons Living With HIV/AIDS. According to the needs assessment conducted for the Maricopa County HOME Consortium, there are 500 people countywide with HIV/AIDS who have an unmet housing need.

Seriously Mentally Ill. Without adequate support, people with serious mental illnesses often stop taking the medication needed to remain stable. For those who do not remain stable, homelessness can become a serious issue. Mental health issues often co-occur with substance and alcohol abuse issues. According to the needs assessment conducted for the Maricopa County HOME Consortium, there are 5,500 seriously mentally ill with unmet housing needs countywide.

Chronic Alcohol and Substance Abuse. The abuse of and/or addiction to alcohol or other substances interferes with the ability to function on a day-to-day basis. Those addicted to alcohol or other substances have challenges maintaining employment and healthy social and family interactions. Loss of housing is one result of addictions and an estimated 30% of the sheltered homeless in Maricopa County in 2009 were chronic substance abusers.

Victims of Domestic Violence. The relationship of economic stress and domestic violence is well documented. According to recent studies funded by the US Department of Justice (DOJ), domestic violence increases under economic stress. The Chandler Police Department Victim Services Unit reported a 40% increase in the number of victims of domestic violence they work with annually. In 2009, the unit worked with 333 victims of domestic violence, compared with 296 in 2008 and 238 in 2007.

Youth. Many respondents to the City's Consolidated Plan survey identified youth as a population in need of services, citing the fact that youth with nothing to do and nowhere safe to do it often end up in trouble. The Human Services needs assessment identified many needs among Chandler youth, including targeted services for low-income and special needs, transportation for evening and weekend activities, and workshops on topics useful to youth such as managing school and college expenses, relationships with parents, managing pressure of grades, importance of staying in school, HIV/AIDS and STD's, Teen Pregnancy/Abstinence, and Drugs and Alcohol.

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TAKING A STAND ON POVERTY

What are Human Services?

Human services are the benefits and facilities that improve the life and living conditions of people. While usually directed to the poor, disabled and elderly, all members of a community benefit from human services such as:

- Education and recreation programs.
- Job skills development programs.
- Assistance finding employment.
- Assistance navigating social and economic systems.
- Physical and mental health services.
- Shelter and rental assistance.
- Food and clothing.
- Transportation services.

Special Needs and Human Services Goals and Objectives

Goal 1: Promote human and supportive services and facilities for frail elderly, disabled persons, low income and poverty-level households and other needy populations:

1. Provide rental housing with supportive services for households unable to effectively live independently;
2. Handicap accessibility improvements for elderly and disabled households;
3. Promote increased capacity among the nonprofit community to address the needs of special populations;
4. Utilize up to 15% of CDBG resources for public services;
5. Allocate resources to organizations addressing the needs of priority populations as identified in the Consolidated Plan and updated through additional analyses as may occur during the next five years.

Goal 2: Participate in the regional Continuum of Care system to effectively transition persons who are homeless to appropriate permanent housing settings:

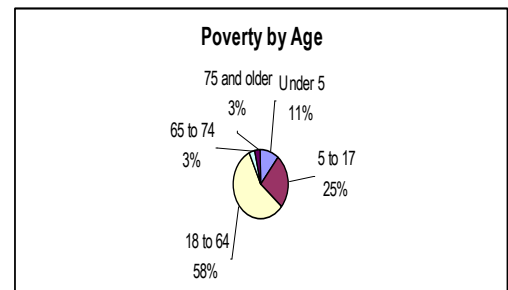
1. Provide resources for the prevention of homelessness;
2. Increase the supply of transitional housing units;
3. Provide operating support for transitional housing;
4. Increase the supply of permanent supportive housing;
5. Provide technical and financial assistance to nonprofits to better compete for limited federal supportive housing operating and rental assistance funding.
6. Fund agencies that meet the basic needs of homeless households and alleviate the effects of crisis through safe housing, food and clothing, and necessary medical care combined with case management.

Nearly 6,500 people in Chandler live in Poverty

The 2008 poverty level for a family of four was \$20,650. Many living in poverty have fixed incomes, while others work. A family of four with one full-time wage earner making \$9.90/hour would live in poverty.

Families and individuals living in poverty are particularly vulnerable to a host of housing, social and economic problems. Poverty-level households experience crisis on an on-going basis. Yet intervention alone is not adequate to address the problems that are inherent in poverty.

Continuing intervention must be coupled with strong supports that provide opportunities for improvement and enrichment.



A Skilled Workforce

Supporting businesses so they can provide job opportunities is an important element of addressing poverty and creating a thriving community. One of the greatest needs of businesses is a skilled workforce with a strong work ethic. Workforce needs are generally divided into two categories – youth and adults.

Youth need skills that meet business market needs. These skills are developed through connecting learning to work in the education system, basic skills such as citizenship, leadership, community service, adult mentoring, and other support services. Programs for both the gifted and talented as well as for the disadvantaged are needed to prepare youth for the workforce.

Among the adult workforce, needs are extensive and include matching services to the worker and the employer, helping individuals identify barriers to success in gaining and retaining employment, developing individual solutions and appropriate supports, and providing employers with ready access to information and referral for potential and incumbent workers with barriers.

Barriers to Employment

Besides skill specific training, barriers faced by the adult workforce include: Housing, childcare, drug and alcohol treatment, remedial and basic skills, technology literacy, language, transportation, medical care, workplace protocol skills, clothing, tools, and support during the trial service employment period.



COMMUNITY DEVELOPMENT & CITIZEN PARTICIPATION

Addressing Community Development Needs

For several decades the focus has been, of necessity, on supporting growth. The current economic recession represents an opportunity to reinvest, focusing on revitalizing existing neighborhoods and communities and enhancing the infrastructure necessary to support existing residents.

Chandler's growth will be more strategic in the coming decades. Housing construction is expected to slow in comparison with business development, which will be critical to Chandler's sustainability. Designating priority locations for employment and commerce will be essential to attracting well-paying jobs. Encouraging mixed use development with shopping, job training, and workforce housing options convenient to employment centers is one strategy that will improve sustainability. Infill and revitalization in central Chandler, including target areas will provide new options for existing low and moderate income residents.

Older neighborhoods with aging, vacant structures may provide some new, affordable residential options. The need for residential revitalization is evident. Affordability is especially needed for low and moderate-income populations, families in crisis and unskilled workers. Adding dwelling units, loft and studio space encourage young professionals, artisans and employees at various income levels to live close to their employment. Older commercial centers and buildings may have significant re-use potential. Some underutilized business properties have sufficient size to support mixed-use office, retail, job training and service enterprises as well as residential clusters. Re-use and modernization outgrowth from downtown have potential for in-town enterprises and housing.

Older neighborhoods, which are representative of Chandler's culture and history, are keys to providing affordable housing today and in the future. Relatively small upgrades and aesthetic improvements to housing units could result in an affordable housing alternative for many families. These neighborhoods, which are conveniently located near jobs, shopping and other activities, also bring savings in transportation costs -- as well as commuting time.

Community Development Goals and Objectives

In addition to strategies that will revitalize target areas, Chandler may implement activities city-wide to address the needs of low and moderate income households, businesses, and areas experiencing decline. These activities include:

1. Rehabilitate and/or improve energy-efficiency in public facilities, including those owned and operated by Chandler nonprofit organizations;
2. Implement a microbusiness loan program to provide technical assistance and access to capital to small and emerging businesses in Chandler;
3. Encourage and support services and activities that develop job opportunities and provide opportunities for the attainment of new skills by the workforce;
4. Implement Section 3 and Davis-Bacon regulations recognizing the positive economic benefits of doing so;
5. Explore the feasibility of a city-wide educational fair housing program to better serve the citizens of all areas of Chandler with basic fair housing services. Also, continue existing fair housing activities which include a fair housing hotline and officially recognizing Fair Housing month through council recognition.
6. Encourage the involvement of Minority and Women-owned Business Enterprises in funded activities.

Community Survey and Stakeholder Discussions

For the 5-year Consolidated Plan and the 2010 Annual Action Plan, the City conducted several public meetings and an online community survey. The meeting participants and survey respondents included representatives of 19 neighborhood associations and 45 individuals. Respondents also included representatives from 36 agencies and departments that focus on supportive housing efforts, services for special populations, economic development and employment services, planning and capital improvements. As specific projects and activities are implemented, additional public outreach is planned



Public Hearings

The public was invited to comment on the Draft Consolidated Plan at two public hearings on April 22, 2010 – one during the lunch hour and another in the evening. The final plan includes public comments and the responses from the City.

Copies of the Plan

The final HUD narratives and Annual Action plan are available online at www.chandleraz.gov.

FAIR HOUSING AND LEAD-BASED PAINT

Report on Fair Housing

In March 2008, Chandler completed and submitted to HUD an updated Analysis of Impediments to Fair Housing (AI) detailing conditions affecting housing opportunities and defining strategies to create greater housing choice. The City's AI identifies the following impediments:



1. Many low to moderate income households experience more discrimination than those with higher incomes.
2. Landlords and other housing providers are unaware of the daily practices and policies that may violate fair housing laws, particularly in relation to familial status discrimination.
3. A large percentage of low and moderate income residents speak Spanish as their primary language and may feel that services are unavailable or inaccessible due to language barriers.



What is Housing Discrimination?

Housing discrimination is a complex issue that may best be defined as an action, omission, or decision intending to or having the effect of restricting a person's housing choice on the basis of race, color, religion, sex, disability, familial status or national origin.

City Efforts to Reduce Housing Discrimination

Strategies identified in the 2008 AI include:

- Distribute at least 2,000 copies each year of the various pamphlets and other literature with the intent of informing and acquainting residents about fair housing rights, and how to detect and report unlawful housing discrimination. Literature includes the address and telephone number of the Fair Housing Hotline.
- For all program recipients, provide a copy of the "Fair Housing and Equal Opportunity for All" pamphlet, and a complaint form that may be used to file a complaint with the City.
- Distribute at least 200 copies each year of the "Ten Most Common Fair Housing Mistakes" to housing providers and real estate companies.
- Distribute the resolution adopted by Council in April of each year to at least 300 real estate companies, housing providers, nonprofit organizations and other community organizations.
- During national fair housing month in April, coordinate a fair housing seminar inviting landlords and tenants to learn about fair housing.
- Through a partnership with Community Legal Services, provide educational meetings and events for Chandler landlords, tenants and potential tenants.
- Create and update the City's fair housing website to include a link to the Arizona Fair Housing Partnership.
- Continue to regularly publish the phone number of the Fair Housing Hotline in water bills.
- Provide information in both English and Spanish.

Addressing Lead-based Paint Hazards

- Any structure built before 1978 that is proposed for rehabilitation under federal programs, is tested for lead-based paint.
- Strict HUD guidelines for testing and abatement of lead-based paint and other hazardous substances are followed when housing is rehabilitated using federal funds.
- The prospective housing units of families receiving rental assistance who wish to rent housing built prior to 1978 are inspected for chipped, peeling, chalking and deteriorated interior and exterior paint.
- Lead hazard information is distributed to participants in homeownership and rental programs.

Lead Poisoning is a Serious Pediatric Health Problem

Childhood lead poisoning is a serious pediatric health problem. Children ages six and younger are particularly susceptible to lead poisoning. Research indicates that even a low level of lead in a child's blood can have harmful effects on physical and developmental health. The most common source of exposure is deteriorating lead-based paint and lead-contaminated dust found in the home, but other sources include pottery, jewelry, candy and makeup.

The use of lead-based paint became illegal in 1978, so housing built before 1978 may contain some lead-based paint since the use of lead-based paint became illegal that year. Since the amount of lead pigment in the paint tends to increase with a home's age, older housing is more likely to have lead-based paint hazards.

Renters with young children are more likely to occupy pre-1980 housing, indicating a higher risk of lead paint poisoning among children whose families rent.

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ORGANIZATIONAL STRUCTURE

The Neighborhood Resources Division

The Neighborhood Resources Division is comprised of five divisions. The divisions work together as a team to keep neighborhoods well maintained and provide for the basic needs of low income and homeless individuals and families. The five divisions are:

1. Code Enforcement
2. Community Development
3. Neighborhood Programs
4. Chandler's Diversity Office
5. Housing and Redevelopment

Source documents

The goals, objectives and strategies identified in the five-year Consolidated Plan were derived from a variety of sources, including:

- City of Chandler General Plan;
- Maricopa County Continuum of Care;
- Maricopa County Consortium Draft 5-year Consolidated Plan;
- Analysis of Impediments to Fair Housing Choice;
- City of Chandler Public Housing Authority Annual Plan;
- City of Chandler Human Services – A Look to the Future;
- City of Chandler South Arizona Corridor Study;
- MAG Regional Plan to End Homelessness;
- Maricopa Workforce Connections, Draft Two-Year Local Workforce Investment Plan 2008 – 2010.

The Consolidated Plan and Annual Action Plan are available on the City's website

www.chandleraz.gov

Strengthening the Delivery System through Institutional Structure Objectives

During the next five years, the duties and responsibilities of the Housing and Human Services

Commission (HHSC) will expand to include meeting with various stakeholders, determining current service levels, assessing gaps in service, and developing priorities for funding. One of the larger projects the HHSC is currently planning to undertake is a review of funding priorities and distribution methods to ensure resources are targeted to the most needy populations and neighborhoods. To accomplish this, the HHSC has voted to allocate \$35,000 of CDBG Admin funds to pay for a consultant to help develop a process for collecting and utilizing data in the funding allocation process and update the requirements of the various funding sources. This process is expected to be completed for the FY 11/12 or FY 12/13 funding allocation process.



In addition, the City has established the following objectives:

1. Strengthen relationships and partnerships with neighborhoods and neighborhood organizations.
2. Provide additional opportunities for traditional neighborhoods to develop leadership and plan for their future in cooperation with the City.
3. Integrate community development planning into neighborhood leadership training.

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Matt Orlando
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